DOCUMENT RESUME

ED 257 199 EA 017 744

AUTHOR Ehinger, J. M.; Guier, L. R.
TITLE Development of Selection Measures for School Administrators.
PUB DATE 85
NOTE 8p.; Paper presented at the Annual Meeting of the Southwest Psychological Association (31st, Austin, TX, April 18-20, 1985).
PUB TYPE Reports - Research/Technical (143) -- Speeches/Conference Papers (150)

EDRS PRICE MF01/PC01 Plus Postage.
DESCRIPTORS Administrator Characteristics; *Administrator Evaluation; Administrator Qualifications; Administrator Selection; Aptitude Tests; *Assessment Centers (Personnel); Elementary Secondary Education; Evaluation Methods; *Management Development; *Predictive Validity; Predictor Variables; *Principals; Professional Training
IDENTIFIERS University of Tulsa OK

ABSTRACT

The management development program (MDP) at the University of Tulsa provides an opportunity for identification and development of managerial skills among administrators in the elementary and secondary schools of northeastern Oklahoma. The validity of assessment center exercises for predicting performance as a school principal was examined by a concurrent strategy that involved determining the relationship between principals' performance on the assessment predictors and superintendents' evaluations of those same incumbent principals. A subset of assessment exercises and personality inventories comprised the final predictor battery, which can be used as a selection device to predict superintendents' rating of principals' job performance. (TE)

****
* Reproductions supplied by EDRS are the best that can be made *
* from the original document. *
****

U.S. DEPARTMENT OF EDUCATION
NATIONAL INSTITUTE OF EDUCATION
EDUCATIONAL RESOURCES INFORMATION CENTER (ERIC)

This document has been reproduced as received from the person or organization originating it.
Minor changes have been made to improve reproduction quality.

• Points of view or opinions stated in this document do not necessarily represent official NIE position or policy.

"PERMISSION TO REPRODUCE THIS MATERIAL HAS BEEN GRANTED BY

June M. Ehinger

TO THE EDUCATIONAL RESOURCES INFORMATION CENTER (ERIC)."

ED257199

DEVELOPMENT OF SELECTION MEASURES FOR SCHOOL ADMINISTRATORS

BY

J. M. EHINGER & L. R. GUIER

THE UNIVERSITY OF TULSA

presented at
SOUTHWEST PSYCHOLOGICAL ASSOCIATION
THIRTY FIRST ANNUAL CONVENTION

AUSTIN, TEXAS
1985

EA 017 744

ABSTRACT

DEVELOPMENT OF SELECTION MEASURES FOR SCHOOL ADMINISTRATORS

VALIDITY OF ASSESSMENT CENTER EXERCISES FOR PREDICTING PERFORMANCE AS A SCHOOL PRINCIPAL WAS EXAMINED USING A CONCURRENT STRATEGY. A SUBSET OF ASSESSMENT EXERCISES AND PERSONALITY INVENTORIES COMPRISED THE FINAL PREDICTOR BATTERY. SUPERINTNEDENTS' RATINGS OF PRINCIPALS' JOB PERFORMANCE COULD BE PREDICTED FROM ASSESSMENT CENTER EXERCISES AS WELL AS PERSONALITY MEASURES.

INTRODUCTION

THE MANAGEMENT DEVELOPMENT PROGRAM (MDP) AT THE UNIVERSITY OF TULSA PROVIDES AN OPPORTUNITY FOR THE IDENTIFICATION AND DEVELOPMENT OF MANAGERIAL SKILLS OF ADMINISTRATORS IN THE ELEMENTARY AND SECONDARY SCHOOLS IN NORTHEASTERN OKLAHOMA. THE EFFECTIVENESS OF ASSESSMENT CENTER EXERCISES TO PREDICT PERFORMANCE AS A SCHOOL PRINCIPAL WAS EXAMINED THROUGH A CONCURRENT VALIDATION STRATEGY. THIS INVOLVES DETERMINING THE RELATIONSHIP BETWEEN PRINCIPALS' PERFORMANCE ON THE ASSESSMENT PREDICTORS AND SUPERINTENDENTS' EVALUATIONS OF THOSE SAME INCUMBENT PRINCIPALS. A SUBSET OF EXERCISES FROM THE ASSESSMENT PHASE OF THE MANAGEMENT DEVELOPMENT PROGRAM WHICH WERE THE STRONGEST PERFORMANCE MEASURES, AND PERSONALITY AND INTEREST INVENTORIES COMPRISE THE BATTERY WHICH CAN BE USED TO PREDICT SUPERINTENDENTS' RATINGS OF PRINCIPALS' JOB PERFORMANCE.

METHOD

THE ASSESSMENT PHASE OF THE MANAGEMENT DEVELOPMENT PROGRAM CONDUCTED DURING THE SUMMERS OF 1984-1986 ASSESSES THE ADMINISTRATIVE SKILLS AND INTERPERSONAL COMPETENCIES OF INCUMBENT PRINCIPALS. DURING THE FIRST YEAR, 103 ADMINISTRATORS (74 MALES AND 29 FEMALES) PARTICIPATED IN THE MDP. AN EXTENSIVE JOB ANALYSIS IDENTIFIED SEVEN MANAGERIAL DIMENSIONS WHICH FORM THE FRAMEWORK FOR THE ASSESSMENT PHASE. THESE SEVEN DIMENSIONS ARE ORGANIZATIONAL ABILITY, PROBLEM SOLVING, DECISION MAKING, COMMUNICATION SKILLS, INTERPERSONAL COMPETENCY, LEADERSHIP ABILITY AND STRESS TOLERANCE.

A VARIETY OF EXPERIENCES DURING AN INTENSIVE, TWO DAY ASSESSMENT PROVIDED A MULTI-RATING OF EACH PARTICIPANT ON THE SEVEN DIMENSIONS. THESE INCLUDED AN IN-BASKET EXERCISE, TWO INTERVIEWS, TWO LEADERLESS GROUP DISCUSSIONS, AND AN ORAL PRESENTATION. BEHAVIORALLY ANCHORED RATING SCALES ARE COMPLETED FOR EACH PARTICIPANT BY A TEAM OF THREE TO SIX TRAINED OBSERVERS FOR EACH EXERCISE, AND JUDGMENTS ARE THEN REPORTED BASED ON POOLED INFORMATION FROM ALL OBSERVERS. THE BATTERY OF PAPER AND PENCIL MEASURES INCLUDES THE CALIFORNIA PSYCHOLOGICAL INVENTORY (GOUGH, 1956), THE HOGAN PERSONALITY INVENTORY (HOGAN, 1984) AND THE STRONG-CAMPBELL INTEREST INVENTORY (STRONG & CAMPBELL, 1974). THIS PROVIDES A COMPREHENSIVE PERSONALITY AND INTEREST PROFILE FOR EACH PARTICIPANT. THE SUPERINTENDENTS OF THE PARTICIPATING DISTRICTS RATED THE PARTICIPANTS ON A SCALE DESIGNED TO MEASURE MANAGERIAL EFFECTIVENESS.

RESULTS AND DISCUSSION

SELECTED MEASURES USED IN THE ASSESSMENT PHASE OF THE MDP WERE CORRELATED WITH EACH OTHER AND WITH SUPERINTENDENTS' RATINGS OF JOB PERFORMANCE. LOW INTER-CORRELATIONS ESTABLISHED THEIR ORTHOGANALITY (TABLE 1). A COMPOSITE SCORE OF THESE MEASURES CORRELATED WITH SUPERINTENDENTS' RATINGS (.41**) TO ESTABLISH A RELATIONSHIP TO JOB PERFORMANCE. A MULTIPLE REGRESSION USING THREE PREDICTOR VARIABLES (THE HPI MANAGERIAL SCALE AND THE SCORES FOR THE LEADERLESS GROUP DISCUSSION AND THE IN-BASKET EXERCISES) AND THE CRITERION VARIABLE SUPERINTENDENTS' RATINGS, WAS COMPUTED (R = .43).

THIS BATTERY CAN BE USED AS A SELECTION DEVICE TO IDENTIFY THE FINAL CANDIDATES FOR AN ADMINISTRATIVE POSITION. WHEN THE SELECTION DEVICE IS USED IN CONJUNCTON WITH INTERVIEWS, REFERENCE CHECKS AND JOB HISTORY, A SUPERINTENDENT CAN BE CONFIDENT OF DETERMINING THE BEST CHOICE FROM THE POOL OF APPLICANTS.

CORRELATIONS BETWEEN MEASURES

	LEADERLESS GROUP DISCUSSION	MANAGERIAL SCALE	RANK
IN-BASKET	.05	.20	.26**
LEADERLESS GROUP DISCUSSION		.12	.33**
MANAGERIAL SCALE FROM THE HPI	.12		.28**

** $p < .01$

TABLE 1

HIGH RANK AND PERCENTAGE SCORING ABOVE THE MEAN

ON SELECTED EXERCISES

EXERCISE SCORES ABOVE MEAN	NUMBER WITH HIGH RANK	% OF TOTAL WITH HIGH RANK (N=43)
IN BASKET	24	56%
LEADERLESS GROUP DISCUSSION	32	74%
HPI MANAGERIAL SCALE	29	67%

HIGH RANK IS A SCORE OF 3 or 4 ON A FOUR POINT SCALE